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ORDER FOR SUPPLIES OR SERVICES SCHEDULE - CONTINUATION

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IMPORTANT: Mark all packages and papers with contract and/or order numbers.

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ORDER NO. 0018

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001	Technical Assistance for "Linking Economic					
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	Competitieness and Smart Growth in Small					
	Communities, Towns and Rural Communities"					
	in accordance with the attached Statement					
	of Work and the Contractor's proposal dated					
	June 13, 2012.					
	Requisition No: PR-OA-12-00160,					
	PR-OA-12-00247					
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Statement of Work Contract Number:

RFO number: 18

I. TITLE: Linking Economic Competitiveness and Smart Growth in Small Communities, Towns and Rural Communities

II. PERIOD OF PERFORMANCE:

From: Date of Award to September 30, 2012

III. BACKGROUND:

A community's land use and infrastructure decisions are shaped in part by economic development. Many smaller cities, towns, and regions across the country have experienced major shifts in their economic well-being over the last several decades. Generally, these communities are beginning to realize that their traditional economic reason for being, be it agriculture, manufacturing or another industry, does not support the town as it once did. The result has been disinvestment in these communities, with many residents choosing to pursue new opportunities away from their hometowns.

These shifts have manifest themselves physically, as small cities, towns and rural communities have experienced a decline and disinvestment in their historic commercial districts (i.e Main Streets) and often seen new investment result in the haphazard loss of open space and working lands, as well as a significant shift away from their traditional development patterns. In many instances, the environmental impact of this change has contributed to a rise in vehicle miles traveled, the emergence of vacant, abandoned and brownfield properties, watershed wide fragmentation of open and green spaces, and resulting increases in stormwater runoff.

Yet some communities have been able to reinvent themselves – often by capitalizing on unique assets in their currently declining primary economy (buildings, rail lines, location in the region, a port or river, etc.) – and creating a new economic reason for being based on these assets.

EPA's Office of Sustainable Communities has identified numerous examples of where communities -- small cities, town, and regions -- have adopted new economic visions based on their unique assets and have started to rebuild their economies in ways that better meet today's changing market. (A list of these communities and places is included as Attachment A: List of Potential Case Studies). Most of the successful cases demonstrate that quality of place matters in attracting and growing the workforce necessary to implement a new economic vision, and may be linked to larger economic trends within their region. High end

manufacturing, the technology sector, educational institutions, the arts, and medical research facilities are all central to the new and growing economy.

Many of these communities are adopting smart growth and sustainable community approaches to land use to support the economic visions they have in place or are putting in place. Many are not. These case studies, to be written via this scope, will identify economic development themes and approaches to adopting those themes, and demonstrate why the smart growth and sustainable community approaches are good for the economic and fiscal bottom lines of these communities. These are approaches that will help communities facing similar challenges become "unstuck" in their revitalization efforts. By linking long-term economic growth with smart growth approaches, communities will realize better economic, environmental, community, and public health results.

IV. PURPOSE AND OBJECTIVE:

EPA's Office of Sustainable Communities has identified numerous examples of communities that have retooled their economy and employed smart growth approaches in the process of doing so.

EPA is requesting contractor assistance for the following activities:

- Research and write up to 15 case studies (between two (2) and three (3) pages long and not publication ready), illustrating how small cities, towns and rural communities have reinvented their economies and integrated smart growth into their economic approaches.
- Research case studies and identify six (6) to eight (8) themes that characterize successful economic transformation efforts in rural communities, small towns and small cities.

This research will help EPA identify a methodology to help communities assess their economic assets while utilizing smart growth approaches, thus getting better environmental results and more economically competitive in the process. The results of this research and the case studies shall be used by EPA as background material for further investigation and analysis.

V. QUALITY ASSURANCE (QA) REQUIREMENTS:

Check [] Yes if the following is required or [X] NO if the following is not required. The Contractor shall submit with their technical proposal a written Quality Assurance Project Plan for any project that is developing environmental measurements or a Quality Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models.

VI. TASKS AND DELIVERABLES:

The TOPO will review all deliverables in draft form and provide revisions and/or comments to the contractor. The Contractor shall prepare the final deliverables incorporating the TOPO's comments. The Contractor shall provide the TOPO with electronic versions of all deliverables. Deliverables shall be submitted as Microsoft Word documents or in another format that can be easily edited by EPA.

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

Task 1: Kick-off Call and progress updates calls with EPA (II A. Research and Policy Analysis, Page 1-9)

The Contractor shall participate in a kick-off call within 14 calendar days of the award of this contract. The purpose of the kick-off call (approximately one hour in length) will be to clarify and discuss project objectives, identify first five (5) case studies to draft and establish a schedule for regular conference calls between the Contractor and EPA.

The Contractor shall use the remaining conference calls to provide regular updates to EPA on project progress and allow for EPA to provide feedback on the case studies and themes. These regular calls shall be approximately one hour. During the kick-off call, EPA will discuss the schedule for these calls and issue a technical directive scheduling the calls. Following the kick-off call, EPA shall issue technical direction clarifying the agreed upon schedule for communication and regular project updates, and the list of the first five case studies that the contractor shall draft.

Task 2: Research and Write Case Studies (II A. Research and Policy Analysis, Page 1-9)

The Contractor shall research and write between 10 and 15 case studies. EPA will select the case studies. Case studies shall be approximately two (2) to three (3) pages in length, and demonstrate how each community has become "unstuck" economically. Each case study shall describe what caused initial economic downturn, the process by which the community was able to recover, and discuss to how the community was able to utilize smart growth approaches into their economic turnaround. EPA will identify case studies primarily from those included in Attachment A: List of Potential Case Studies. However EPA may select case studies not from this list.

Wherever possible, each case study shall also include: 1) data such as employment numbers or public/private investment leveraged; 2) 1-2 photos of the community; 3) contact information and citations for each case study. EPA will provide the contractor with a template for the design and layout of the case studies. A sample case study is included as an attachment to this RFO. This case study follows the preferred design and format for case studies. The Contractor shall follow this design template as they draft case studies.

The Contractor shall provide initial drafts of five (5) case studies within 18 calendar days of the kick-off call. EPA will provide comments on these five (5) case studies with 14 days of their receipt. The contractor shall deliver revised versions to EPA within 10 calendar days of receiving EPA comments.

EPA will issue technical direction identifying the number of remaining case studies that the Contractor shall draft. The contractor shall be directed to complete between 5 and 10 additional case studies. These remaining case studies shall be similar to the first five case studies developed under this task in length (two (2) to three (3) pages), format, and subject matter. The remaining case studies shall also demonstrate how small communities, towns, and rural communities have successfully retooled their economy and utilized smart growth approaches as part of that effort. The technical direction will also identify case study locations. Case studies shall focus on examples from the United States. The contractor shall deliver drafts of the remaining case studies within 30 calendar days of the relevant technical direction.

EPA will provide comments on the remaining case studies with 14 days of their receipt. The contractor shall revise the case studies and deliver revised versions to EPA within 10 calendar days of receiving EPA comments.

All case studies shall be delivered in MS Word or another format that is agreed upon by EPA and the Contractor.

Task 3: Identify Key Themes Based on Case Studies (II A. Research and Policy Analysis, Page 1-9)

Based on the 10 to 15 case studies drafted in Task 2 and 15 additional case studies to be provided by EPA, the contractor shall review case studies and identify six (6) to eight (8) common themes that emerge from the case studies and that demonstrate the approaches and methods that small cities, towns, and rural communities are using to reinvent themselves economically. Examples of themes include: public-private partnerships, involvement in emerging regional economies, philanthropic leadership. EPA will issue technical direction identifying the 15 additional case studies. Copies of the case studies will be delivered as part of the technical direction. EPA will issue technical direction within five (5) calendar days of receiving the revised case studies developed in Task 2.

The Contractor shall deliver the results of their research in a five (5) to eight (8) page memo. A first draft of the memo shall be delivered by the Contractor to EPA within 10 calendar days of submitting the final case studies (Task 2). EPA will provide comments on the memo within seven (7) calendar days. The contractor shall submit a revised memo within seven (7) calendar days of receiving EPA comments.

SCHEDULE FOR DELIVERABLES:

The contractor shall provide the following specific deliverables to the EPA TOPO:

	DELIVERABLE	FORM & QUANTITIY	SCHEDULE
Task 1	Participation in Kick-off Call	1 call (estimated 1 hour)	Within 14 days of the contract award
Tasks 1, 2, 3	Participation in Regular Calls	2-4 calls (1 hr. each)	TBD , schedule determined during kick-off call
Task 2:	Case Studies	Between 10 and 15 case studies, each case study 2- 3 pages in length and in MS Word	 Contractor shall deliver 5 case studies within 18 calendar days of the kick-off call EPA will provide comments on these initial 5 case studies within 14 calendar days Contractor shall deliver revised versions within 10 calendar days of receiving EPA comments. Contractor shall deliver drafts of remaining case studies (no more than 10) within 30 calendar days of EPA technical direction. EPA will provide comments on the remaining case studies with 14 days of their receipt. Contractor shall deliver revised versions to EPA within 10 calendar days of receiving EPA comments.
Task 3 :	Key Themes Memo	1 memo, 5-8 pages, MS Word	 First draft of memo within 10 calendar days of delivering final case studies EPA will provide comments on the draft memo within 7 calendar days of their receipt. Revised memo, within 7 calendar
			days of receipt of EPA comments o initial draft.

Attachment A: List of Potential Case Studies

Allegan, MI Jefferson City, MO

Ames, IA Lancaster County, PA

Belfast, ME Laughlin, NV/Bullhead City, AZ

Beloit, WI Ludlow, MA

Bemidji, MN Moscow, ID

Benton Harbor, MI Mount Morris, NY

Brookings, SD Olympia, WA

Burlington/Shelburne/Essex, VT Owensboro, KY

Craftsbury, VT Pelahatchie, MS

Dubuque, IA Ranson, WV

El Dorado, AR Salem, OR

Emporia, KS Silver City, NM

Fort Collins, CO Springfield, IL

Gladewater, TX St. Johnsbury, VT

Grand Traverse area, MI Swainsboro, GA

Grayson County, VA Toole County, MT

Greenville, SC Unity, ME

Greenwood, MS Valley County, NE

Howard, SD Victor/Driggs, ID

Independence County, AR Waverly, IA

Attachment B: Sample Case Study

Rural Competitive Advantage Case Study: El Dorado, Arkansas

El Dorado is located in south-central Arkansas, near the Louisiana border. This rural region's economy has depended on the petroleum and gas industry since 1921, when the discovery of oil propelled explosive growth in El Dorado. The original boom was short-lived, but significant oil reserves were again located and drilling and refining are still important for the region today. One of the largest oil companies in Arkansas has not only kept their headquarters in this small town but also invested directly in its public schools. Civic leaders placed a successful sales tax referendum on the ballot and have used the proceeds to build new projects in El Dorado's downtown. At the same time, many of the historic buildings dating to the town's original oil boom days have been renovated and restored. Combined with engaged leaders and supportive residents, these factors position El Dorado to remain vibrant and prosperous for the long term.

Downtown El Dorado's Rebirth

In the early 1990s, El Dorado's downtown was suffering. Although Murphy Oil—the largest employer in town—operated from a downtown headquarters, little other activity existed. Almost two-thirds of the buildings were vacant and even occupied historic structures suffering from deferred maintenance. At the same time, the town's population was decreasing and enrollment in public schools was declining even faster. A number of developers and business owners stepped up to restore buildings over 70 years old, opening shops and offices throughout a 20-block area. By 2009, the downtown vacancy rate was nearly zero. Coupled with this activity are civic institutions located downtown. One of the local community college's two campuses, known as SouthArk, has long been downtown, and a \$9 million Health Sciences Center was added recently. Also, a multi-purpose 12,000 square-foot conference center was built next door to SouthArk in 2011, and can accommodate up to 2,500 people for events. All of these add vibrancy and help ensure downtown retailers and restaurants can rely on a steady stream of customers. With these successes realized, the Chamber of Commerce is encouraging local developers to further enhance the mix of uses by converting buildings to loft apartments and constructing other residences.

City leaders knew a reinvention of El Dorado would require significant funds from the public sector, and placed a one-cent sales tax increase on a referendum ballot in 2007. Voters overwhelmingly passed the measure, and to date it has produced \$43 million for marketing, branding and new construction, including the El Dorado Conference Center and SouthArk Health Sciences Center. The successful vote was another signal of community support for revitalization, already expressed by the owners and customers of local businesses.



On the left: Businesses line East Cedar Street in downtown El Dorado. On the right: A statue in Oil Heritage Park.

Photos courtesy of Flickr user Lincoln Adams.

Looking Forward: El Dorado Promise and Interstate 69

Although the town's population continued to decrease slowly in the last decade according to the U.S. Census, a recent program has helped prevent further decline. In 2007 Murphy Oil took the unprecedented step of providing a \$20 million commitment to high school students for scholarships under the El Dorado Promise program. For students that spend at least four years in El Dorado Public Schools and receive a high school diploma, the program provides the equivalent of four years of tuition at Arkansas public universities, though students may use the award at any college nationwide, public or private. Murphy employees and other El Dorado families alike have jumped at the chance to earn scholarship funds for their children and begun to improve local schools in the process. In 2011, the high school dropout rate fell from 8% to 1%, while 90% of El Dorado High School 2011 graduates enrolled in college. As of 2012, 997 total students had received funds from El Dorado Promise in its first five years. El Dorado Promise could pave the way for a population rebound as scholarships continue to be issued.

The future Interstate 69 is planned to cross southern Arkansas and would connect the area more directly to Shreveport, Louisiana and Memphis, Tennessee, both important hubs for oil and gas in the region. The Federal Highway Administration approved a corridor route just north and west of El Dorado in 2004 and the Arkansas State Highway and Transportation Department is poised to begin land acquisition for the project. However, limited funding and the dubious benefits of an all-new interstate highway have repeatedly delayed the project, and even many of its advocates wonder if it will ever be built. In the meantime, El Dorado's leaders have expressed their hopes that I-69 would yield benefits like additional visitors, and plan to minimize negative impacts such as sprawling development and traffic congestion wherever possible.

El Dorado's reinvention has resulted in several honors, including the National Trust for Historic Preservation's 2009 Great American Main Street Award, and distinctions from Arkansas Business Magazine for Best Quality of Life and Best Main Street Preservation in the state. A unique mix of factors—including industry investment in schools, a walkable and lively downtown, and a sales tax levy that directly funds important civic institutions—has yielded this recognition and positioned El Dorado for success. Uncertainties remain, including whether I-69 will be built and if it will detract from the town's recent revitalization, but El Dorado's nearly two decades of investing and promoting its downtown are hopeful signs.

Sources

"City of Distinction Profiles: El Dorado." *ArkansasBusiness.com*. October 17, 2011. Accessed from: http://www.arkansasbusiness.com/people_city.asp?id=8

Dellinger, Matt. *Interstate 69: The Unfinished History of the Last Great American Highway*. New York: Scribner, 2010.

El Dorado Conference Center. City of El Dorado Chamber of Commerce. Accessed from: http://goeldorado.com/PageDisplay.asp?p1=2510

Florsheim, Henry. Chief Executive Officer, El Dorado Chamber of Commerce. Personal communication, February 28, 2012.

"Great American Main Street Awards 2009 Winners: El Dorado, AR." National Trust for Historic Preservation. March 1, 2009. Accessed from: http://www.preservationnation.org/travel-and-sites/travel/gamsa/el-dorado.html

Mishkovsky, Nadejda, Stephanie Bertaina, Matthew Dalbey, Tad McGaillard, Anna Read. *Putting Smart Growth to Work in Rural Communities*. International City/County Management Association, 2010.

"National Trust Main Street Center Honors El Dorado, Ark. with a Great American Main Street Award." National Trust for Historic Preservation. March 12, 2009. Accessed from: http://www.preservationnation.org/about-us/press-center/press-releases/2009/national-trust-main-street-1.html

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NAME OF OFFEROR OR CONTRACTOR CH2M HILL INC.

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separate let THE PLACE virtue of this to the solicit	tter or telegram which includes a reference E DESIGNATED FOR THE RECEIPT OF s amendment you desire to change an offe tation and this amendment, and is received FING AND APPROPRIATION DATA (If received)	to the solicitation and amendme OFFERS PRIOR TO THE HOUR or already submitted, such chang d prior to the opening hour and d	ent numbers. FAR AND DATE SF e may be made	ceipt of this amendment on each copy of the NLURE OF YOUR ACKNOWLEDGEMENT PECIFIED MAY RESULT IN REJECTION OF by telegram or letter, provided each telegra	TO BE RECEIN	VED AT R. If by		
	13. THIS ITEM ONLY APPLIES TO M	ODIFICATION OF CONTRACTS	ORDERS. IT N	ODIFIES THE CONTRACT/ORDER NO. AS	DESCRIBED II	N ITEM 14.		
CHECK ONE				GES SET FORTH IN ITEM 14 ARE MADE I				
	B. THE ABOVE NUMBERED CONTRAL appropriation date, etc.) SET FORTH C. THIS SUPPLEMENTAL AGREEMEN			OMINISTRATIVE CHANGES (such as chang Y OF FAR 43.103(b). RITY OF:	jes in paying o	ffice,		
	D. OTHER (Connection to the order	and analysis is						
х	D. OTHER (Specify type of modification Extension of the period of	•	the autho	rity of FAR 52.243-2: Chan	gesCost	Reimbursement		
E. IMPORTAN	T: Contractor X is not,	is required to sign this docu	ment and return	0 copies to the iss	uing office.			
DUNS Nur TO 0018: Rural Co TOPO: AI This moo	mber: (b)(4) : Linking Economic Co ommunities DHIR KACKAR Max Expir	mpetitiveness an e Date: 02/15/20 e Task Order per	d Smart	solicitation/contract subject matter where fe Growth in Small Commun performance from 1/18/2	nities,			
Reason in Period (Continue		te changed from	18-JAN-1 9A or 10A, as he					
15B. CONTRA	ACTOR/OFFEROR	15C. DATE SIG		UNITED STATES OF AMERICA		16C. DATE SIGNED		
7	(Signature of person authorized to sign)		_	(Signature of Contracting Officer)				

 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED
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 OF

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NAME OF OFFEROR OR CONTRACTOR

CH2M HILL INC.

ITEM NO.	SUPPLIES/SERVICES	QUANTITY		UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
		+			
	Contracting Officer changed				
	from Jody Gosnell				
	to Christine Edwards				
	to Christine Edwards				
	Maximum Potential Expiration Date changed to :				
	02/15/2013				
	CHANGES FOR LINE ITEM NUMBER: 1				
	End Date changed from 30-SEP-12 to 15-FEB-13				
	Delivery Location Code: HPOD				
	HPOD				
	US Environmental Protection Agency				
	Headquarters Procurement Operations				
	Ariel Rios Building				
	1200 Pennsylvania Avenue, NW Washington DC 20460 USA				
	washington be 20400 USA				
	FOB: Destination				
	Period of Performance: 07/25/2012 to 02/15/2013				
			ıl		

AMENDMENT OF SOLICITATION/MO	DIFICATION	ON OF CONTRACT		1. CONTRACT ID CODE PAGE OF PA				
2. AMENDMENT/MODIFICATION NO.	3. E	FFECTIVE DATE	4. REQ	JISITION/PURCHASE REQ. NO.		NO. (If applicable)		
003	Se	e Block 16C						
		OD	7. ADN	IINISTERED BY (If other than Item 6)	CODE			
HPOD US Environmental Protect Headquarters Procurement Ariel Rios Bulding 1200 Pennsylviania Avenue	Opera	-			_			
Washington DC 20460	la atmost sour	sty State and 7(B Code)	lan	AMENDMENT OF SOLICITATION NO				
8. NAME AND ADDRESS OF CONTRACTOR (A CH2M HILL INC. Attn: NA 9191 S JAMAICA STREET Englewood CO 80112	o., street, cour	ty, State and ZIP Code)	9B. × 10A EE	AMENDMENT OF SOLICITATION NO. DATED (SEE ITEM 11) . MODIFICATION OF CONTRACT/ORDEF -W-11-011 18 . DATED (SEE ITEM 13)	R NO.			
CODE (b)(4)	FAC	CILITY CODE	$ \mid$ \mid 0	7/25/2012				
(6)(7)		1. THIS ITEM ONLY APPLIES						
Items 8 and 15, and returning separate letter or telegram which includes a re THE PLACE DESIGNATED FOR THE RECEI virtue of this amendment you desire to change to the solicitation and this amendment, and is 12. ACCOUNTING AND APPROPRIATION DAT	ference to the PT OF OFFE an offer alresteeived prior	e solicitation and amendment it RS PRIOR TO THE HOUR AN ady submitted, such change m r to the opening hour and date	numbers. FAI ND DATE SPE nay be made b specified.	CIFIED MAY RESULT IN REJECTION OF y telegram or letter, provided each telegran	TO BE RECEIVE YOUR OFFER.	O AT If by		
See Schedule	. t (roquiro	, 1	Net Dec	rease:	->362.66			
			ACCOUNT OF THE PARTY OF THE PAR	DIFFIES THE CONTRACT/ORDER NO. AS	5 - 2 - 2 - 3 - 4 - 10 - 10 - 10 - 10 - 10 - 10 - 10	- State - Stat		
	NTRACT/OF FORTH IN I	RDER IS MODIFIED TO REFL FEM 14, PURSUANT TO THE	ECT THE AD AUTHORITY	MINISTRATIVE CHANGES (such as chang OF FAR 43.103(b).				
D. OTHER (Specify type of mod	fication and	authority)						
n an annual from the same of t			e autho	rity of FAR 43.103(a)				
E. IMPORTANT: Contractor X is	not, 🔲 i	s required to sign this docume	nt and return	0 copies to the issi	uing office.			
14. DESCRIPTION OF AMENDMENT/MODIFIC DUNS Number: (b)(4) TO 0018: Linking Economic Rural Communities TOPO: ADHIR KACKAR Max E. The purpose of this modification DCN W21072. The concept of	c Compe kpire I fication st fee 7.02	etitiveness and Date: 02/15/2013 On is to deoblic breakdown is as	Smart (Growth in Small Commun cess funds in the amou pelow:	nities, T int of \$3	62 . 66		
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNE		INITED STATES OF AMERICA		16C. DATE SIGNED		
(Signature of person authorized to sign			-	(Signature of Contracting Officer)				

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NAME OF OFFEROR OR CONTRACTOR CH2M HILL INC.

ITEM NO.	SUPPLIES/SERVICES	QUANTITY		UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	LIST OF CHANGES:				
	Reason for Modification : Funding Only Action				
	Obligated Amount for this Modification: -\$362.66				
	New Total Obligated Amount for this Award:				
	\$31,747.02				
	Incremental Funded Amount changed: from				
	\$32,109.68 to \$31,747.02				
	CANANCE TO TANK THEY WANTED 1				
	CHANGES FOR LINE ITEM NUMBER: 1				
	Obligated Amount for this modification: -\$362.66 Incremental Funded Amount changed from \$32,109.68				
	to \$31,747.02				
	00 931,747.02				
	CHANGES FOR ACCOUNTING CODE:				
	12-13-B-11W-301MA4-25051211W21072-001				
	Amount changed from \$24,859.12 to \$24,496.46				
	FOB: Destination				
	Period of Performance: 07/25/2012 to 02/15/2013				
			ΙI		